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21 SEP 1976

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Senior Executive Career Service
Panel

FROM : E. H. Knoche
Deputy Director of Central Intelligence

SUBJECT : FY 1977 Annual Personnel Plan

1. Forwarded herewith are the FY 77 Annual Personnel Plan formats and instructions. They are slightly modified and simplified from previous years, including a 27% reduction of required entries. This systematized approach to advance planning and development of goals for action in significant areas of personnel management is now in its fourth year. The Subgroup reports provide an opportunity for you as the management Head of your respective Career Services to analyze and review the personnel plans and goals of your Subgroups . . . just as your consolidated reports are my opportunity to review the Career Service goals . . . to determine whether those plans are consistent with your Career Service and Agency objectives.
2. The APP is designed to focus attention on the management of the manpower resources of the Agency and to provide top management with a basis for determining if the goals are on target. An analysis of the data will clearly identify areas of concern.
3. I ask you to analyze your consolidated report, as well as the individual Subgroup submissions, to insure that the trends indicated are deliberate selections and not simple evolutions of past practices. I would particularly like your review and, where appropriate, proposed action for change of the rating creep in Fitness Reports, of equity in promotion policies among Subgroups of a Career Service, of the reasons for lack of headroom in some grades and excess in others, of professional input of a caliber and

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sufficiency in numbers to insure the flow of fresh blood into the Services. Is the Subgroup, or the Career Service as a whole, taking advantage of rotational tour assignments? Are the training courses programmed being offered to those who will utilize the experience or are quotas merely being filled? You should develop Subgroup comparative charts to assist you in analyzing individual component differences. The results of the reviews mentioned above, the Subgroup comparative charts and the Career Service consolidated report should be the subject of a meeting with your Subgroup Heads. It is expected that the Subgroup Heads will also use this package as the subject of a meeting with their senior officers.

4. There is one new chart this year . . . Counseling Cases on page 23 . . . designed to report on the problem employees identified in the lower percentiles during ranking and evaluation exercises. These employees will be identified by tenure with the Agency, by previous rankings in the lower percentiles (if applicable), and by the action taken as a result of their performance and low ranking. This information should be of considerable interest to senior managers and I ask your special attention to the contents of this report.

5. An original and one copy of the Career Service consolidated report and one clean copy of each Subgroup report should be forwarded to the Director of Personnel by Friday, 12 November 1976. The Career Service report should reflect the results of your review and any amendments of the Subgroup submissions. The results of your individual discussions and the actions proposed will be made a part of the overall APP review which I plan to have when the Agency Consolidated Report and Career Service Comparative Charts are completed.

7s/ E. H. Knoche
E. H. Knoche

Attachments

(Signed) F. W. M. Janney

ORIGINATOR:

F. W. M. Janney
Director of Personnel

10 SEP 1976

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